Foundation Module
SGOOD 2.0 Programme

Singapore Institute of Directors

Presented by Mr Terence Quek

CEO, Singapore Institute of Directors

SGOOD 2.0 Overview

Course Description

The Governance for Outstanding Organisation Directors (SGOOD) Programme, developed in collaboration with National Council of Social Service (NCSS), is designed to:

- meet the learning needs of board members serving in nonprofit organisations (NPOs);

- provide a comprehensive understanding of non-profit governance, equipping directors with the knowledge, strategies, and best practices needed to drive effective leadership and organizational sustainability;

- practical and strategic approach to strengthening governance and enhancing the impact of NPOs.

Key Components

- **E-learning Modules**: 10 modules specifically developed for nonprofit sector
- **In-Person Learning Day**: Twice a year where participants learn from experts and each other
- Receive a SGOOD 2.0 Completion Certificate, recognised by SGX RegCo as one of four approved directorship programmes that fulfils mandatory training requirements via LED Bridging Pathway

Total CPD Hours

24 hours

GOVERNANCE

SGOOD 2.0 Overview

**10 E-learning Modules
Jul 2025 – End Jun 2026**

- Launching on **1 Jul 2025**
- Registration is from **2 Jun 2025** to **1Feb 2026**
- Registrant will enjoy **access** from launch till **30 Jun 2026**
- 1.5 to 2 hours per module (**16 hours in total**)

**Facilitated In-Person
Learning Day (2 per year)
Nov 2025 & Mar 2026**

- 8 Hours, 2 runs per year
- Registrants will need to attend **ONE** In-Person session as part of the completion criteria for SGOOD 2.0

**Session 1: Nov 2025
Session 2: Mar 2026**

Regulator Panel (Optional) May 2026

- Half-day optional session
- Regulator Panel Discussion with moderator

SGOOD 2.0 E-learning Module Objectives*

Module	Objective
SGOOD Essentials	• Establish a Strong Foundation in Nonprofit Governance
SGOOD Module 1: Board Leadership and Dynamics	• Understand Board Leadership and Dynamics
SGOOD Module 2: Board & Management Dynamics	• Enhance Board and Management Collaboration
SGOOD Module 3: Strategy & Board Performance	• Drive Strategic Thinking for Board Performance
SGOOD Module 4: Human Capital	• Optimise Human Capital and Volunteer Engagement
SGOOD Module 5: Sustainable Philanthropy & Fundraising	• Advance Sustainable Philanthropy and Fundraising
SGOOD Module 6: Financial Management	• Ensure Financial Management and Compliance
SGOOD Module 7: Risk Management	• Strengthen Risk Management and Governance Resilience
SGOOD Module 8: User Centric Services	• Adopt a User-Centric Approach in Service Delivery
SGOOD Futures	• Explore Emerging Trends and the Future of Nonprofits

Subject to further refinements

SGOOD 2.0 In-Person Learning Days

- As part of the **completion criteria**, SGOOD registrants must attend a **ONE** In-Person Learning Day.

- Each **In-Person Learning Day (ILD)** will feature case studies from all 10 e-Learning modules, accommodating up to **100 learners per session (8 Hours)**.

- Incorporate real-world case studies; Following the discussion, attendees will gain insights into how the actual organisations handled the situation through a recorded interview with key stakeholders, highlighting their lessons learned, reflections, and alternative strategies.

- There will be **two ILDs annually**, scheduled for **Nov 2025** and **Mar 2026**.

ILD (Twice a year) – Nov 25 & Mar 26	
9am – 6pm	Case studies for all 10 Modules, inclusive of Networking Lunch

- **SGOOD Essentials**
- **Module 1**: Board Leadership and Dynamics
- **Module 2**: Board & Management Dynamics
- **SGOOD Futures**

- **Module 3**: Strategy & Board Performance
- **Module 4**: Human Capital
- **Module 5**: Sustainable Philanthropy & Fundraising

- **Module 6**: Financial Management
- **Module 7**: Risk Management
- **Module 8**: User Centric Services

*Topics covered subject to fine tuning

SGOOD 2.0 Regulator Panel Webinar

- **Half-day webinar**

- **Bring** together **sector experts and industry regulators** for an insightful **panel discussion**.

- Each track's key themes will be revisited, providing participants with **high-level reflections, emerging trends, and future directions** in nonprofit governance.

- This optional session offers attendees an opportunity to **engage with thought leaders**

- By participating, attendees will leave with a **broader perspective on governance excellence, key takeaways and actionable insights** to strengthen their organisations for the future.

Regulatory Panels Webinar Agenda* - May 2026	
9am – 9.30am	Welcome and Recap
9.30am – 10.30am	Topic 1 Panel & Q&A
10.30am – 10.40am	Break
10.40am – 11.40am	Topic 2 Panel & Q&A
11.40am – 11.50am	Break
11.50am – 12.50pm	Topic 3 Panel & Q&A
12.50pm – 1pm	Break

*Timings & Agenda Subject to further refinements

SGOOD 2.0

Course Period

- Over a period of 1 year to complete the modules

- **First run**: Jul 25 – Jun 26

- **Second run**: Jul 26 – Jun 27

- SGOOD2.0 Website:

https://go.gov.sg/sgood-information

Programme Price

- **Individual:** $1,000/ participant

- Corporate: $6,000 (up to 10 participants per charity)

* Price is exclusive of GST.
* Eligible for CCF – Training.

Scan to register your interest

https://go.gov.sg/governwell-sgood-interest

Foundation Module
Ethics for Charity Boards in Singapore

PBSG Academy

Presented by Mr Tanguy Lim

CEO, Pro Bono SG

Ethics for Charity Boards in Singapore

Course Description

The **Ethics for Charity Boards in Singapore** programme is designed to equip board members of NPOs with a deep understanding of ethical considerations and fiduciary obligations, enabling them to lead their organisations with integrity, transparency, and in compliance with the *Code of Governance for Charities and IPCs*.

The programme offers a practical and strategic approach to enable charity boards to strengthen their ethical decision-making, promote a strong ethical culture and adapt to emerging challenges.

Key Components

Key Components

Theory (Modules 1 -3)
Self-paced online learning

Application (Modules 4 – 6)
3 Interactive Webinars

Implementation (Modules 7 – 8)
2 Virtual Workshops

Access the Ethical Leadership Toolkit

- Identify areas for development with the *Ethical Leadership Development Self-Assessment Tool for Charity Boards.*
- Sharpen your board's ethical decision making with the *Ethical Decision-Making Framework for Charity Boards*.
- Complimentary access to the **Community of Practice for Ethical Leadership** upon completion of the programme.

Total CPD Hours

15 hours

Ethics for Charity Boards in Singapore

Curriculum Structure

Comprises a blend of e-learning, interactive webinars, virtual workshops to cater to diverse learning styles, promote active engagement and continuous learning.

Theory: Establishes the **foundational understanding** of ethical leadership and fiduciary obligations, setting the tone for the entire curriculum.

Application: Equips board members with the **knowledge and skills to uphold accountability and transparency**, crucial for maintaining public trust.

Implement: Focuses on **building an effective and ethical board**, recognising the board's pivotal role in organisational success.

Complimentary access to the Community of Practice upon completion of the programme: Provides a continuous learning and support platform, fostering a culture of ethical leadership within the charity sector.

The Ethics for Charity Boards in Singapore programme helps charity boards to:

❑ Ensure legal compliance

❑ Strengthen ethical decision-making

❑ Mitigate risks and conflicts of interest

❑ Promote a strong ethical culture

❑ Enhance board effectiveness and cohesion

❑ Uphold public trust and confidence

❑ Adapt to emerging challenges

Ethics for Charity Boards in Singapore

Curriculum	Modules	Delivery Period	Module Types
Theory [2.5 hours] Foundations of Ethical Leadership in the Charity Sector	• **Module 1:** Ethics and Governance 101 – Building Public Trust [50 min] • **Module 2:** The Ethical Board's Role – Leadership, Strategy and Oversight [50 min] • **Module 3:** Ethical Financial Stewardship and Public Accountability [50 min]	• **Sep 25 onwards**	**Self-paced** **E-learning**
Application [4.5 hours] Ethical Leadership: Accountability and Transparency	• **Module 4:** Fiduciary Duties – Legal and Ethical Responsibilities [1.5 hours] • **Module 5:** Navigating Ethical Dilemmas –A Decision-Making Toolkit [1.5 hours] • **Module 6:** Ethical Public Engagement [1.5 hours]	• 3 separate fixed days between **Oct 25 and Feb 26** • Participants can watch the recording if unable to attend	**Interactive Webinars** OR **Self-paced** **E-learning with recording**
Implement [8 hours] Building and Leading an Ethical Board	• **Module 7:** Cultivating Ethical Leadership – Board Self-Assessment and Growth [4 hours] • **Module 8:** Ethical Decision-Making in Action - Identify and Manage Conflicts of Interest [4 hours]	• First Wednesdays of each month within each run. • **Run #1: Apr – Jun 26** • **Run #2: Jul – Sep 26** • **Run #3: Apr – Jun 27** • Must attend these sessions	**Virtual Workshops**

Ethics for Charity Boards in Singapore

Course Period

First Run
September 2025 – June 2027

- Participants must complete the modules sequentially.

- Implementation modules can be attended across any of the three scheduled runs, subject to availability.
  - Run 1: Apr 26 – Jun 26
  - Run 2: Jul 26 – Sep 26
  - Run 3: Apr 27 – Jun 27

Programme Price

- Individual:
  $1,000**/participant**

***Eligible for CCF Funding**

Scan to register your interest

https://go.gov.sg/governwell-ethics-interest

- Charities can indicate the number of board members they wish to send for the module.

Thematic Module 1:
Social Impact Essentials: Measuring and Communicating Impact

The Majurity Trust

Presented by Mr Martin Tan

CEO, The Majurity Trust

Social Impact Essentials: Measuring and Communicating Impact

Course Description

This course will equip participants with practical frameworks, strategic insights, and communication skills to strengthen decision-making, enhance transparency, and effectively engage funders, beneficiaries, and the public. The course aims to empower charity leaders with both the strategic thinking as well as the tools to integrate impact measurement into governance and storytelling.

Key Components

- Six-module course structured over 9 teaching hours across 1.5 days.

- Use of The Majurity Trust as a case study demonstrating how a philanthropic organisation integrates impact evaluation into decision-making, fundraising and stakeholder engagement.

Total CPD Hours

9 hours

Curriculum

Module	Objective
Module 1: Foundations of Impact Measurement	• Govern social impact effectively • Introduce key frameworks such as Theory of Change and Logic Models • Explore global trends in philanthropy
Module 2: How to Think about Impact Measurement for Your Charity	• Understand the elements of a well-designed impact measurement framework
Module 3: Right-sizing Your Impact Measurement Plan	• Collect the right amount of data at the right level of detail
Module 4: Using Impact Data for Decision Making	• Understand how your charity can collect impact data that will guide programme design, resource allocation and long-term planning
Module 5: Defining Your Organsiation's Impact Narrative	• Develop compelling narratives that drive stakeholder engagement and support fundraising efforts
Module 6: Delivering Impact Communication Effectively	• Match your charity's messaging with the right platforms and communication channels

Social Impact Essentials: Measuring and Communicating Impact

Course Period & Venue

First Run
- **[Update]** 28 & 29 November 2025
- Dates for second run will be shared in due course.

Future Runs
- Conducted quarterly, with future dates to be announced.

Venue
- Foundry, 11 Prinsep Link

Programme Price

- $1,200/participant

* Eligible for CCF Funding

Scan to register your interest

https://go.gov.sg/governwell-sociali
mpactessentials-interest

Thematic Module 2: Financial Stewardship for Charities

The Institute of Singapore Chartered Accountants (ISCA)

Presented by Prof. Ang Hak Seng

Chairman, ISCA Charity Accounting Committee

What are the financial issues that charities are facing?

AML/CFT compliance

Audit readiness

Financial oversight

Funding sustainability

Financial Expertise

Cashflow Management

Fraud risk

Technology adoption

Leadership succession

Donor transparency

Budget constraints

Ineffective financial planning

Grant management challenges

Risk management

Weak internal controls

Regulatory compliance

Governance gaps

Unclear policies

Outdated accounting systems

Financial Stewardship modules for Charities

Modules	Objectives
1. Essentials of Financial Statements	• Gain insights into key accounting and financial concept
2. Financial Governance	• Lead with proper governance structures and policies
3. Financial Planning and Budgeting	• Plan, budget, and manage charity finances effectively
4. Financial Reporting and Compliance	• Ensure regulatory compliance and effective audit readiness
5. Anti-Money Laundering and Counter-Terrorism Financing	• Understand AML/CFT/CPF regulations and safeguards
6. Fundraising and Grant Management	• Implement ethical fundraising and strong grant practices
7. Investment and Asset Management	• Manage investments and mitigate financial risks
8. Financial Technology and Systems	• Leverage technology, cybersecurity, and finance systems
9. Financial Leadership	• Lead finance teams and build leadership continuity

Financial Stewardship for Charities

Course Description

ISCA's financial stewardship for Charities (FS-Charities) comprises of **9 E-learning modules** designed to empower directors of charity organisations with advanced financial stewardship capabilities.

- **9 E-learning Modules (Total of 26 hours)**
- **2 In-Person Workshops (Optional - To attend after completing the program**)

Program Advisor

Professor Ang Hak Seng

Director, Centre of Excellence for Social Good

Singapore University of Social Sciences

Program Trainers

Ms. Uthaya Ponnusamy
RSM Partner & Industry Lead (Not-for-Profit Practice)

Mr. Yoong Ee Chuan

Managing Director of RxE Integrity Advisory

President of Association of Certified Fraud Examiners (ACFE) Singapore Chapter

Mr. Sovann Giang
Senior Director & Deputy Industry Lead (Not-for-Profit Practice)

Mr. Martin Lim
Founder/ Director, Ingenique Solutions Pte Ltd

Ms. Adeline Kee
Chief Enabling Officer, Numbers+

Why Enrol in Financial Stewardship for Charities Program?

Practical Skills Development:

Tailored for all individuals, regardless of their financial background

Real-World Expertise:

Learn from subject matter experts in the field.

User Centric:

Progress through structured and focus segments at your own time, own pace.

Just-In-Time Accessibility:

Access relevant knowledge precisely and immediately when required.

Credibility and Recognition:

Earn a certification from ISCA, Singapore National Accounting Body.

Flexible, On-Demand Access:

Learn anywhere, anytime through ISCA's Boardflix App.

Financial Stewardship for Charities

E-Learning Platform

- FS-Charities Program will be accessible on desktop and mobile devices via **ISCA's Boardflix App**.

- Added Value- Users will have **free access to the Boardflix's library**

E-Learning Modules

- 9 E-Learning Modules (20 hours in total)

- Registrant will enjoy **1 year access from launch**

- 1.5 to 4 hours per module

Financial Stewardship for Charities

Registration & Date

Registration
- ISCA Website
- Boardflix App

Launch Date
- 15 May 2025

Program Fee

Price (excl. GST):

- Individual: $1,000*

- **Group (5 or more): $500 per person**

* Eligible for CCF Funding

Scan to register your interest

https://go.gov.sg/governwell-financialstewardship-interest

Summary of GovernWell: Excellence in Charity Leadership

SIGN UP

Charities can tap on the CCF – Training Grant and get up to 80% co-funding of the course fee, capped at $1,000 per course.

SGOOD 2.0

Course Date
- First run: Jul 25 – Jun 26
- 1-year access from 1 Jul 25 to 30 Jun 26
- Next run: Jul 26

Course Types
- 10 e-Learning modules
- 1 In-Person Learning Day
- [Optional] 1 X Regulator Panel Webinar

Total CPD Hours
24 hours

Fee
- **Individual**: $1,000 (exclusive of GST)
- **Corporate Package**: $6,000 (up to 10 participants)

Course Date
Sep 25 – Jun 27

Course Types
- Theory: 3 e-Learning modules
- Practice: 3 Webinars
- Application: 2 Virtual Workshops

Total CPD Hours
15 hours

Fee
$1,000 /person

Ethics for Charity Boards in Singapore

Social Impact Essentials: Measuring and Communicating Impact

Course Date
- 28 November 25 (Full Day), 29 November 25 (morning)
- Future runs: Once a quarter

Course Type
- 1.5 day In-Person Learning

Total CPD Hours
9 hours

Fee
$1,200 /person

Course Date
- From 15 May 25 onwards
- Open for enrolment year-round. 1-year access from their enrolment date to complete all course
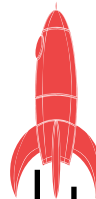
Course Types
- 9 e-Learning modules
- [Optional] 2 X In-Person Case Studies
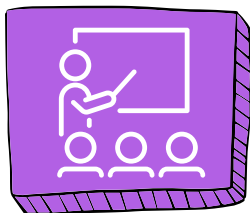
Total CPD Hours
20 hours

Fee
- **Individual:** $1,000 (exclusive of GST)
- **Group (5 or more):** $500/ person

Financial Stewardship for Charities

Charities Capability Fund (CCF) Training Grant

Details of Grant	Who can qualify for CCF – Training Grant?	Funding Quantum	How to Apply?
Training courses (local classroom-based courses and local/overseas online courses) in key governance and management areas such as: • Human Resource and Volunteer Management • Board Governance • Strategic Planning • Financial Management, Internal Controls and Risk Management • Impact Measurement • Public Image/Communications **The 4 training programmes under GovernWell series are eligible for CCF Training Grant.**	• Governing board members of charities • **[NEW]** Sub-committee members of charities • Staff who have served in the charities for at least 6 months with an official designation	• **Singaporeans/ Permanent Residents**: Up to 80% course fee, capped at $1,000 per course or $500/full-day (8hrs) or $250/half-day (4hrs per participant), whichever is lower • **Employment Pass/ Work Permit Holders/ S Pass Holders**: Up to 60% course fee, capped at $750 per course or $375/full-day (8hrs) or $187.50/half-day (4hrs per participant), whichever is lower	• Applications for CCF must be submitted via OurSG Grants (OSG) Portal. • For CCF – Training Grant, the application must be submitted at least one (1) month before commencement of the

GOVERNWELL
EXCELLENCE IN CHARITY LEADERSHIP

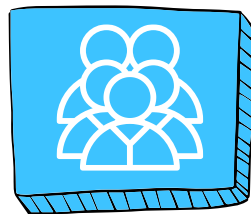## 1. Sign up with the Training Providers.

The 4 courses are as follow. Charities can attend the courses in any order. Register your interest with the Training Providers.

- SGOOD 2.0 by Singapore Institute of Directors and National Council of Social Service [Nov 25 In-Person session, Mar 26 In-Person session]
- Ethics for Charity Boards in Singapore by PBSG Academy
- Social Impact Essentials: Measuring and Communicating Impact by The Majurity Trust
- Financial Stewardship for Charities by The Institute of Chartered Accountants

Up to 80% of the course fees can be funded by the Charities Capability Fund.

2. Enrol Board and Key Staff over 3 years

Charities are encouraged to send at least **1/3** of Board Members and key officers complete the training in the next **3 years**.

3. Certificate

Upon completion of each training programme, participants will receive a certificate from the Training

Thank you!